

Five-Year Plan
October 20, 2004

Airports Division
Northwest Mountain Region
2005-2009

Making a Difference in Our Journey

I. Purpose

This five-year plan brings together in one document the airport-related objectives in the FAA's Flight Plan, our LOB business goals, and initiatives we will pursue that are specific to this region. This plan is our guide in formulating the Regional Airport Plan (RAP), annual work plan, and the Airport Capital Improvement Plan (ACIP).

II. Introduction

We last published our five-year plan in July 2001. Little did we know then how our world would change just 2 months later on September 11. Besides the impacts of 9/11, the FAA published a 5-year strategic plan, Flight Plan 2004-2008 (revised to cover 2005-2009); new authorizing legislation was enacted; and the Air Traffic organization was reorganized, just to name a few major events. Even with all of this occurring around us, we have continued to make significant strides in implementing our July 2001 plan. We have accomplished our core programs, moved toward meeting many of the objectives described in the annually revised RAP, continued to nurture a good work environment, and provided quality customer service. We can be very proud of our accomplishments.

This update will build on our past achievements and align our focus to meet our line-of-business and Flight-Plan objectives: increased safety, greater capacity, international leadership, and organizational excellence. These offer broad direction, but our five-year plan must refine these to strategies corresponding to our responsibilities in our seven-state region. Any plan is subject to adjustment and, undoubtedly, national priorities and annual work-plan objectives could require changes. However, even with the prospect of uncertainty, we all need a clear understanding of our objectives, and how they connect to the FAA's mission.

III. Vision

Our vision is to be a great organization of employees with a shared purpose to help communities plan, develop, and maintain safe and efficient airports.

IV. Organizational Excellence

Our objective is to work effectively together to achieve shared objectives. Our organization should continually strive to be better through open communication, healthy dialogue, and respect for all views. We must improve skills through training, recognize noteworthy achievements, and use of all of our resources wisely — a true model work environment. The following outlines what we need to do in the areas of individual development, work performance, and customer service. There is some risk in listing various objectives, as they get most of our attention and other good ideas may not be surfaced. We will embrace new ideas at any time and adjust our annual work plan or the RAP to do just that.

a. Individual Development

- Budget, plan for, and participate in training that bolsters needed skills.
- Provide opportunities that will help our employees be competitive for advancement.
- Use details as a method to expand experiences.
- Assure that managers will always be available to discuss career development.

b. Work Performance

The goal is to manage ourselves to be as efficient and effective as we can. Reducing repetitive data entry, using the internet/intranet to communicate, keeping airport layout plans current, closing out projects (Airport Improvement Program (AIP) and Passenger Facility Charge (PFC)) expeditiously, and minimizing the number of grants based on estimates all contribute to our efficiency. We must continue to examine how we do our work and look for improvements. The following objectives offer either continuing or new benefits over the next 5 years:

- Integrate NPIAS/ACIP/PFC databases in our region for more seamless data entry and tracking.
- Approve airport layout plans (ALP's) to achieve 5-year cycle at RAP locations and as needed at other airports.
- Place 90 percent of projects under grant based on bids or land appraisals. The goal may be adjusted if AIP funds are made available late in the fiscal year.
- Adopt best practices from other regional airports divisions on streamlining our environmental processes and invent other improved practices unique to our region.
- Take leadership role in St. George environmental streamlining initiative to maintain schedule to finalize environmental impact statement by December 2005.
- Closeout as many AIP projects as we grant each year.
- Implement a PFC project closeout strategy.
- Maintain 30-day processing time for obstruction evaluation (OE) responses.
- Achieve consistent LDR data reporting among ADO's.
- Use labor distribution reporting/cost-accounting system data to compare ADO time usage for major programs (e.g., AIP grant administration, environmental review) and use information to explore how ADO's could adopt each other's "best practices."
- Embrace new technology for communicating both internally and with customers.

c. Customer Service

Our office procedures and customer service are entwined. There is considerable certainty that improvements in our efficiency yield better customer service. We have many customers, and we get involved in a wide range of projects and issues. We provide quality service now, and must work to maintain this and become more responsive where we can. The 2001 Five-Year Plan cited automation and airspace determination times as areas where we could improve our service, and we have made improvements in both. The following are specific elements of our delivery of quality service and information to our customers:

- Provide timely responses to customers, including sponsors, states, other FAA offices and agencies, and headquarters.
- Hold annual Airports conference.
- Participate in state airports' managers' meetings.
- Publish quarterly "*Airports Approach*."

- Publish annual RAP.
- Prepare annual report of accomplishments.
- Maintain updated, reliable business contacts database.
- Continue to improve our Internet and intranet web sites.
- Automate quarterly performance measurements for display on the Internet.

V. International Leadership

- Support agency and LOB initiatives to maintain our international leadership.
- Participate in international teams where we have specialized expertise.
- Host foreign delegations that visit airports in our region, when requested by headquarters.

VI. Safety and Capacity Plan

This plan outlines the objectives we must strive to accomplish over the next 5 years. It is in addition to accomplishing our core programs (see Appendix 1), and the organizational/ international leadership objectives already noted. This plan will guide our strategies for working with sponsors on planning and development at airports, the RAP, the ACIP, and Part 139 implementation. The objective is to initiate or complete work items by September 30, 2009.

a. Increased Safety

The following are initiatives to help increase airport safety, including ongoing initiatives and new starts. These are all supportive of bringing airports up to standards, reducing the potential for runway incursions, improving the safety of all-weather operations, and inspecting airports to assure regulatory compliance.

On-going projects:

- Coordinate and monitor construction safety plans and ensure adequate sponsor/ consultant on-site oversight.
- Complete runway safety areas at RAP locations.
- Complete all work items identified as congressional high-priority projects in the RAP.
- Complete line of sight corrections at locations identified in the RAP.
- Construct access roads around runway ends at locations identified in the RAP.
- Proactively work with the runway safety office in identifying and reducing collision risk in airport operations.

New projects:

- Implement new Part 139 requirements at all regulated airports, in accordance with the regulatory schedule.
- At all commercial-service locations in FY-05, complete an inventory, to establish where airport standards (RSA, runway-taxiway separation, RPZ, OFZ, and ROFA) are not met.
- For non-standard conditions identified in the previous item, develop an action plan in FY-06 for corrective actions. Revalidate any existing modifications to standards.
- Provide surveys and support for RNAV procedures for all new runways and runway extensions.

b. Greater Capacity

The following initiatives all contribute to improving airport access and capacity. The intent is to stay ahead of demand through good planning and timely development. We must watch for new trends (e.g., regional jets, new navigation procedures), and help communities prepare for change. We also must support protection of the current federal investment in airports.

On-going projects:

- Work with sponsors in the preparation of useful planning documents. Provide thorough and timely feedback to sponsors.
- Be active participants in FAA Regional Office working groups to assure necessary attention to airport issues by all divisions.
- Advocate/support capacity-enhancement-planning studies at our four focus airports.
- Develop/update a regional strategy to provide adequate system capacity.
- Advocate navigational aids and procedures that achieve parity between visual and instrument runway acceptance rates.
- Construct parallel taxiways for instrument runways.
- Upgrade airports to meet business/regional jet standards where demand by critical aircraft exceeds or is forecast to exceed 500 operations per year.
- Work with states and local officials to develop a plan to address land use compatibility in the vicinity of airports.

New projects:

- Complete an inventory of pavement condition (runways and taxiways) at obligated airports, to include a database of all pavement condition index data and locations experiencing concrete failure induced by ASR.
- Develop an on-going funding plan to ensure that 100 percent of Part 139 runways and taxiways, and at least 93 percent of eligible non-Part 139 runways are in good or fair condition.
- Inventory all surface-movement-guidance-control locations, with objective of standardizing plans and routes.
- Implement environmental Orders 1050.1E/5050, including any streamlining opportunities.
- Conduct compliance inspections at all obligated airports on at least a 4-year cycle, with appropriate follow-up on any outstanding issues.

VII. Conclusion

This is intended to be an ambitious plan. We can achieve these objectives, barring the unforeseen. These objectives provide us clear direction as well as a connection with the agency's overarching strategies. We can materially improve the airport system through our collective efforts to turn the Plan into reality.

The End

APPENDIX I

CORE PROGRAMS

These are the core programs the Airports organization manages:

- a. Part 139 (certification).
- b. Airport Improvement Program (AIP) and Passenger Facility Charge (PFC) program.
- c. Master Plan/System Plan/Airport Layout Plan (ALP) reviews and approvals.
- d. National Plan of Integrated Airport Systems (NPIAS).
- e. Airport Capital Improvement Plan (ACIP).
- f. Compliance activities, including necessary actions to assure proper use of airport revenue.
- g. Environmental approvals.
- h. Part 150 approvals.
- i. Airspace reviews.
- j. Advisory guidance to the public.